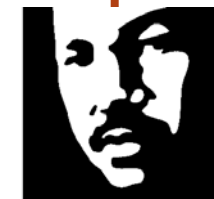


KCIT Executive Branch Reorganization Project

A Plan for Structural, Cultural, and Technical Change

Presentation to KCIT Executive Branch Staff
April 14, 2008

Prepared by Strategic Learning Resources, Inc.



King County

overview

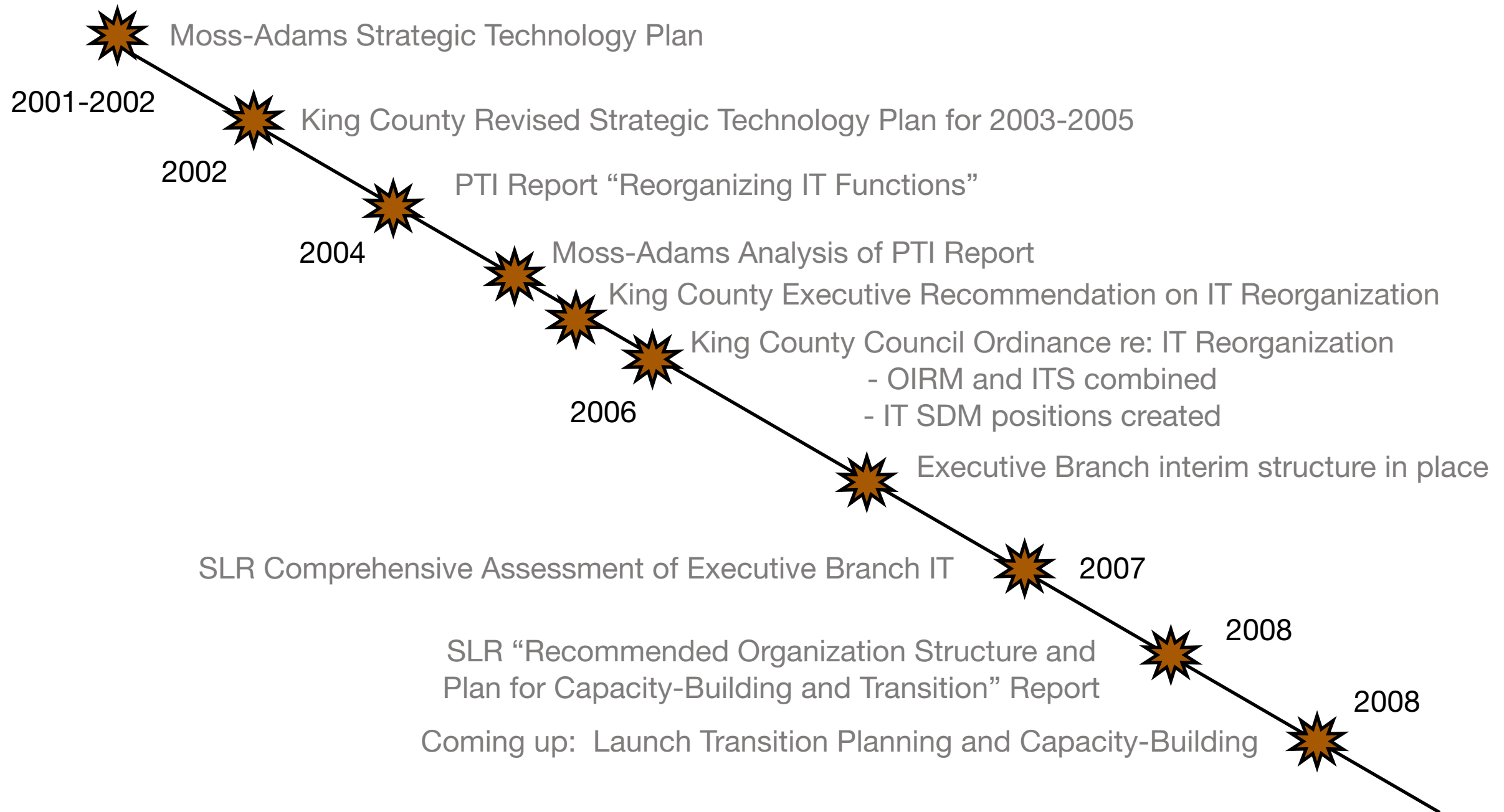
1. Context
2. Structure Change and Transition
3. Culture Change/Capacity-Building
4. Technical Change
5. Monitoring, Measuring, Evaluation
6. Next Steps

Part 1. Context

in this section, we will cover...

- ◆ Brief Project History
- ◆ The SLR Report “Recommended Organization Structure and Plan for Capacity-Building and Transition”
- ◆ The Goals of Change
- ◆ Three-dimensional Change
- ◆ Understanding Change and Transition

A brief project history



The SLR Report Includes...

1. Executive summary
2. Findings from the comprehensive assessment
3. Recommended organization structure changes
4. Capacity-building plan
5. Transition plan framework
6. Benefits realization plan framework

The full text of the report is now available on the IT Reorg web page at

http://kcweb.metrokc.gov/oirm/news/it_reorg.aspx



Executive and Council Goals

- ▶ **Deliver responsive service** to internal customers, the public, and other jurisdictions
- ▶ Provide **reliable cost-effective** technical and application **architectures**
- ▶ Create **countywide efficiencies** for business functions and infrastructure that are common across the organization
- ▶ Support a **culture of effective governance**, clear accountability and communication
- ▶ Ensure **IT security** and privacy
- ▶ Facilitate **information-sharing** - internally and externally.
- ▶ **Recruit, deploy and retain** an appropriately-skilled workforce
- ▶ Serve as a **leader in IT** regional initiatives

Accomplishing the Desired Results Requires Three Dimensional Change



1. **Structural**

- ▶ relationships
- ▶ roles
- ▶ span of control

2. **Cultural**

- ▶ mindsets and beliefs
- ▶ skills and abilities
- ▶ systems and processes

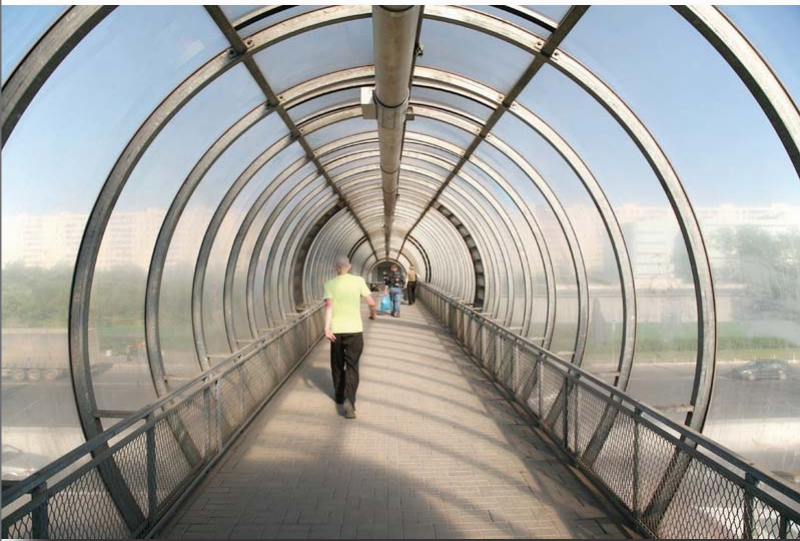
3. **Technology**

- ▶ standardization
- ▶ consolidation
- ▶ service-desk improvements
- ▶ enterprise architecture

Understanding Change and Transition

Change is an end point

a shift in your situation, an external event that happens according to a schedule.



Transition is how you get there

- an individual psychological process of coming to terms with change
- an organizational process of walking together through the steps toward change



2. Structure Change

in this section, we will cover...

- ◆ Your questions about structure
- ◆ What is the context for structure change?
- ◆ Six key changes
- ◆ How transition planning will work
- ◆ Have your questions been answered?



Your Questions about Structure Change

In the comprehensive assessment, many good questions were raised by leaders, managers, and staff:

What will be centralized? What will be distributed? What is the rationale for these choices?

How will the specific business needs of each department be taken into account?

Who will be accountable for what?



Context for Structure Change

IT in King County has evolved within separate departments, not systemically as a countywide function. This means...

- ◆ Departments have developed specialized technical solutions and customer service relationships tailored to their business needs.
 - A wide variety of technologies and applications are in use, and IT functions are managed in a variety of ways.

- ◆ Historically, there has been no significant focus on countywide IT accountability, needs, or efficiencies.
 - Opportunities for cost-savings and efficiencies are currently being missed.



A Key Question

What is the optimal structure to
preserve the strengths of “tailored” IT
while
enhancing countywide IT
accountability, efficiency, and
coordination?



Change 1: New Language

“Office of King County Information Technology (KCIT)”

the IT organization which delivers IT services to all King County Executive Branch departments.

“Enterprise IT”

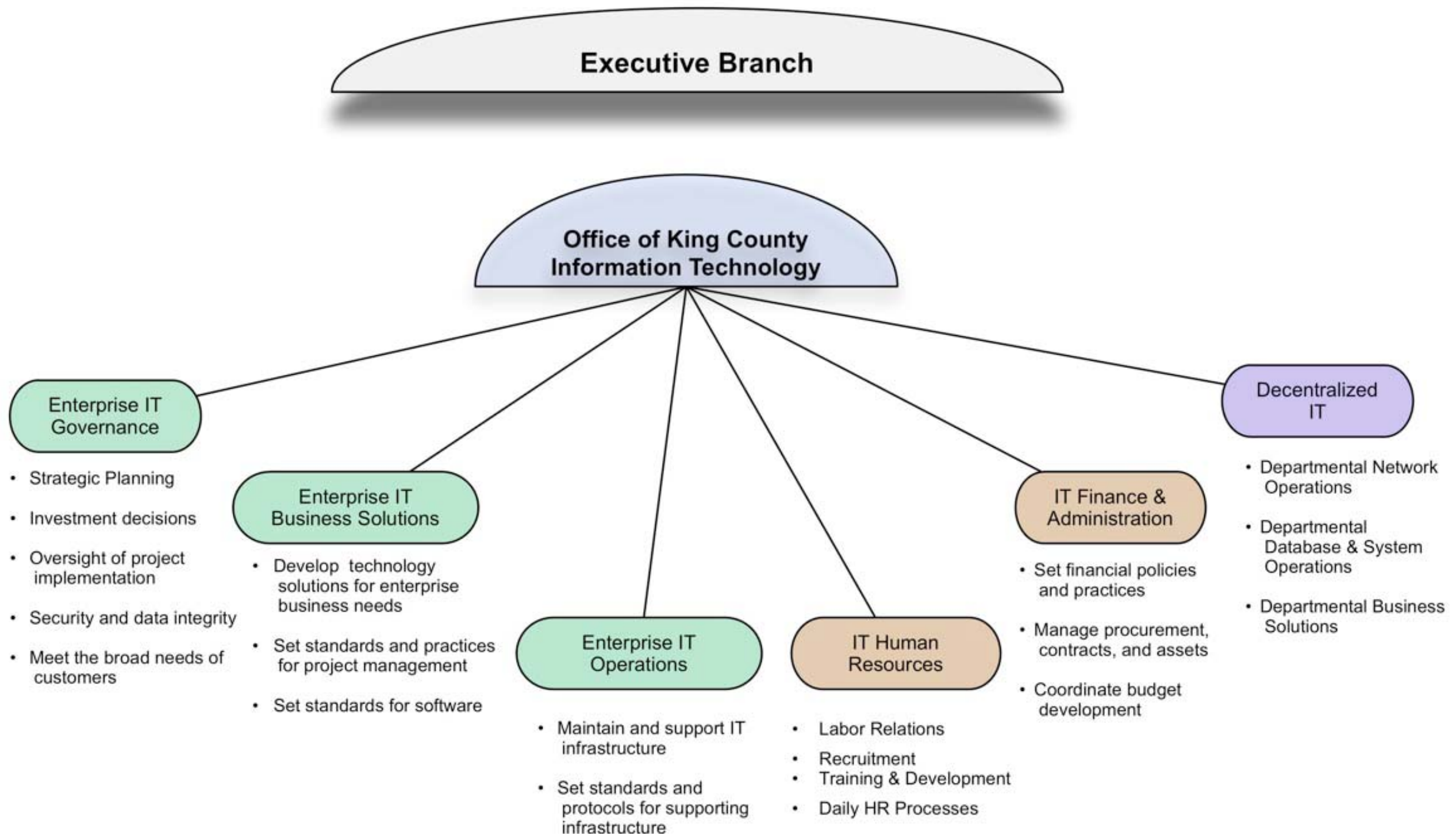
the services provided by KCIT from central locations to all County departments or agencies. Also includes services that support KCIT itself.

“Decentralized IT”

the services provided by KCIT locally at an agency or departmental level.



Change 2: A Single Point of Accountability





Change 3: A Clear Path of Accountability

Principle:

A clear path of accountability for IT
across the Executive Branch Departments

Specific Change:

All IT staff in Executive Branch Departments are part of KCIT
and will report to an IT Service Delivery Manager,
who has a reporting relationship to the CIO and
who maintains a consultative relationship with the
Department Director.



Change 4: Restructure OIRM as KCIT

Principle:

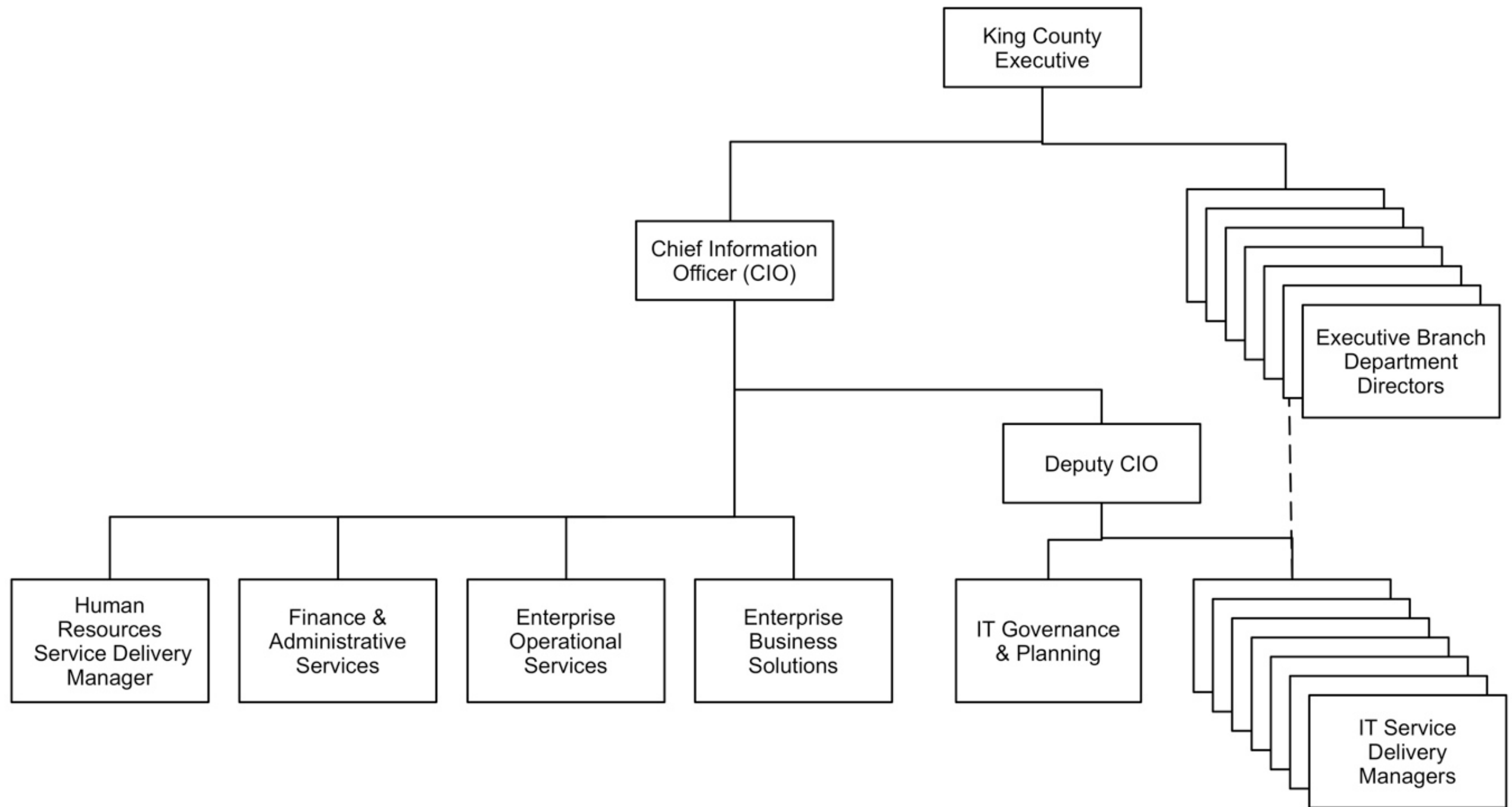
Re-structure the current OIRM as KCIT
to clarify accountability, improve management and
supervision, and increase customer service
to decentralized IT in the Executive Branch Departments.

(Some) **Specific Changes** include:

- addition of a Deputy CIO with a portfolio of decentralized services and governance
- development of a centralized procurement, contracting, and asset management function
- addition of budget coordination and support for IT in Executive Branch departments
- expansion of IT Human Resources activities in the areas of recruitment and training



Hierarchical View of Executive Branch IT





Change 5: Alignment of structures across KCIT

Principle:

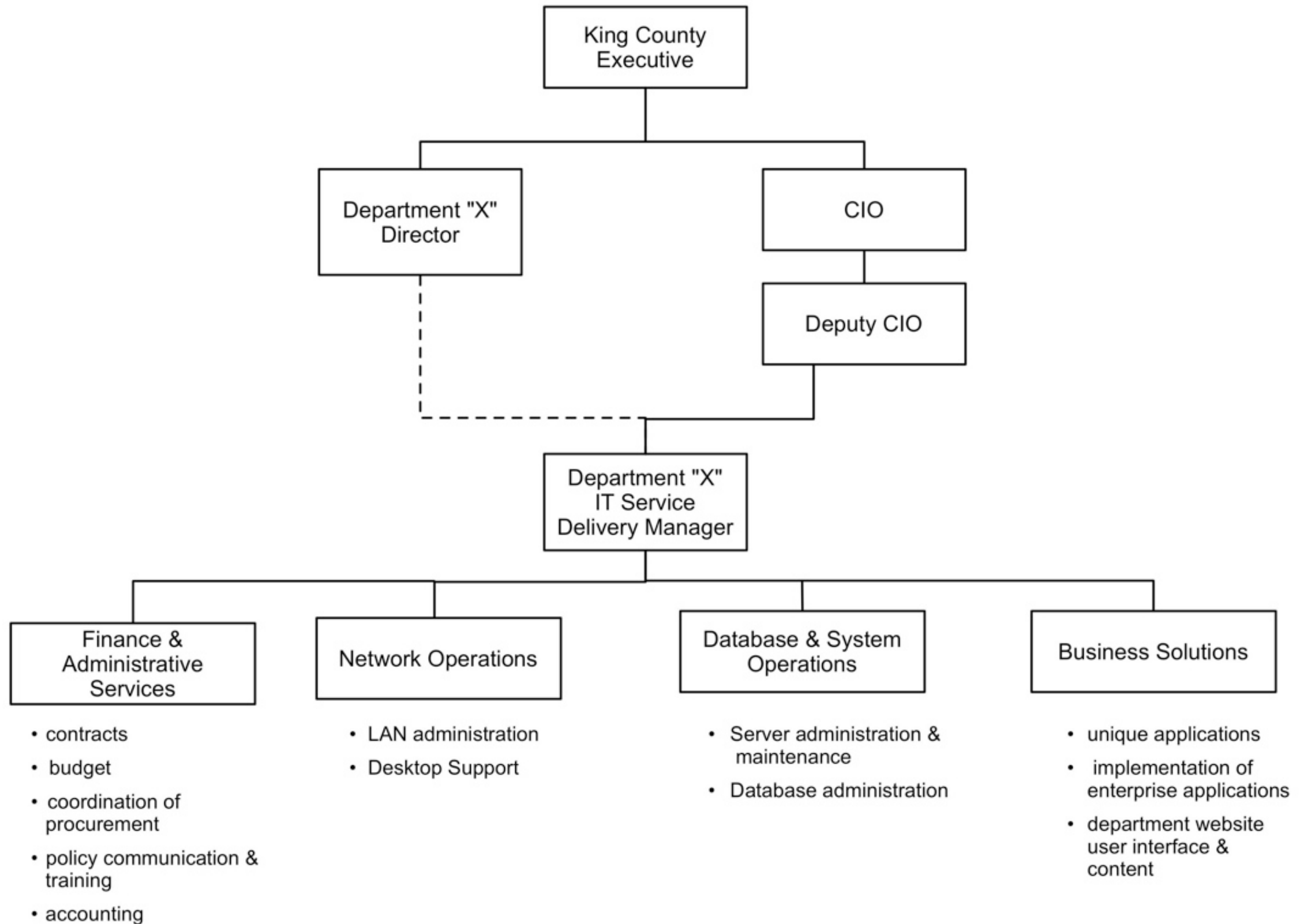
Align the organizational structure of Decentralized IT with that of Enterprise IT.

Specific Change:

The recommended structure describes a consistent organization of IT across the Executive Branch and will support clearer communication and working relationships across KCIT.



Department "X"





Change 6: Develop matrix working relationships

Principle:

A flexible, efficient, and effective KCIT will require
BOTH
cross-departmental *and* cross-functional
relationships



Specific Changes:

- will change job expectations
- supports for effective matrix relationships are built into culture/capacity-building plan





The Transition Process

*The structures describe
end points...*

how will we get there?





In each department, transition planning will address...

- ✓ How will our IT structure change?
- ✓ What are the impacts on staff, budget, and work environment?
- ✓ How do roles and responsibilities change?
- ✓ What needs to happen first, and what should wait?
- ✓ How will our staff learn about the transition?



Transition Oversight

Program
Managers

oversee project scope, schedule, budget, activities, and deliverables

Steering
Committee

will guide the transition planning and implementation process as a whole (membership will include representatives from all Executive Branch departments)

will provide periodic, ongoing consultation to the steering committee and transition teams

JMLIT

Department-based
transition team

will develop and monitor individual department transition plans



Transition Timeline

2008				2009			
Jan-March	April-June	July-Sept	Oct - Dec	Jan-March	April-June	July-Sept	Oct - Dec

**Pre-
Transition**

**Transition
Planning**

Transition Implementation



Have your questions about
structure change and transition
been answered?



3. Culture Change/Capacity-Building

in this section, we will cover...

- ◆ Questions About Culture and Capacity-Building
- ◆ Why focus on culture?
- ◆ Focus-areas for culture change: What the findings suggest
- ◆ Three dimensions of culture change
- ◆ Capacity-building approach
- ◆ Have Your Questions Been Answered?



Your Questions about Culture Change

- How do you “build culture?”
- How do you “build capacity?”
- Is culture another word for “fluff”?



Why focus on culture change?

“Countless studies show that the failure rate of organizational change initiatives is primarily attributable to **human**, rather than technical or structural factors....

Real change happens when **people** in the organization think and behave in significantly different ways.

Changing the structure alone, without changing the culture, will not produce the desired results.”

- SLR Report



Focus areas for capacity-building

The comprehensive assessment describes seven core capacities which will be critical to the success of the reorganization.

A successful reorganization will require development of KCIT's ability to:

1. successfully partner with departments
2. deliver significantly enhanced customer service
3. move past the OIRM/ITS merger history
4. communicate successfully with stakeholders
5. learn effectively through involvement and engagement of stakeholders
6. lead and manage in an environment of continuous change and transition
7. lead and manage for organizational effectiveness

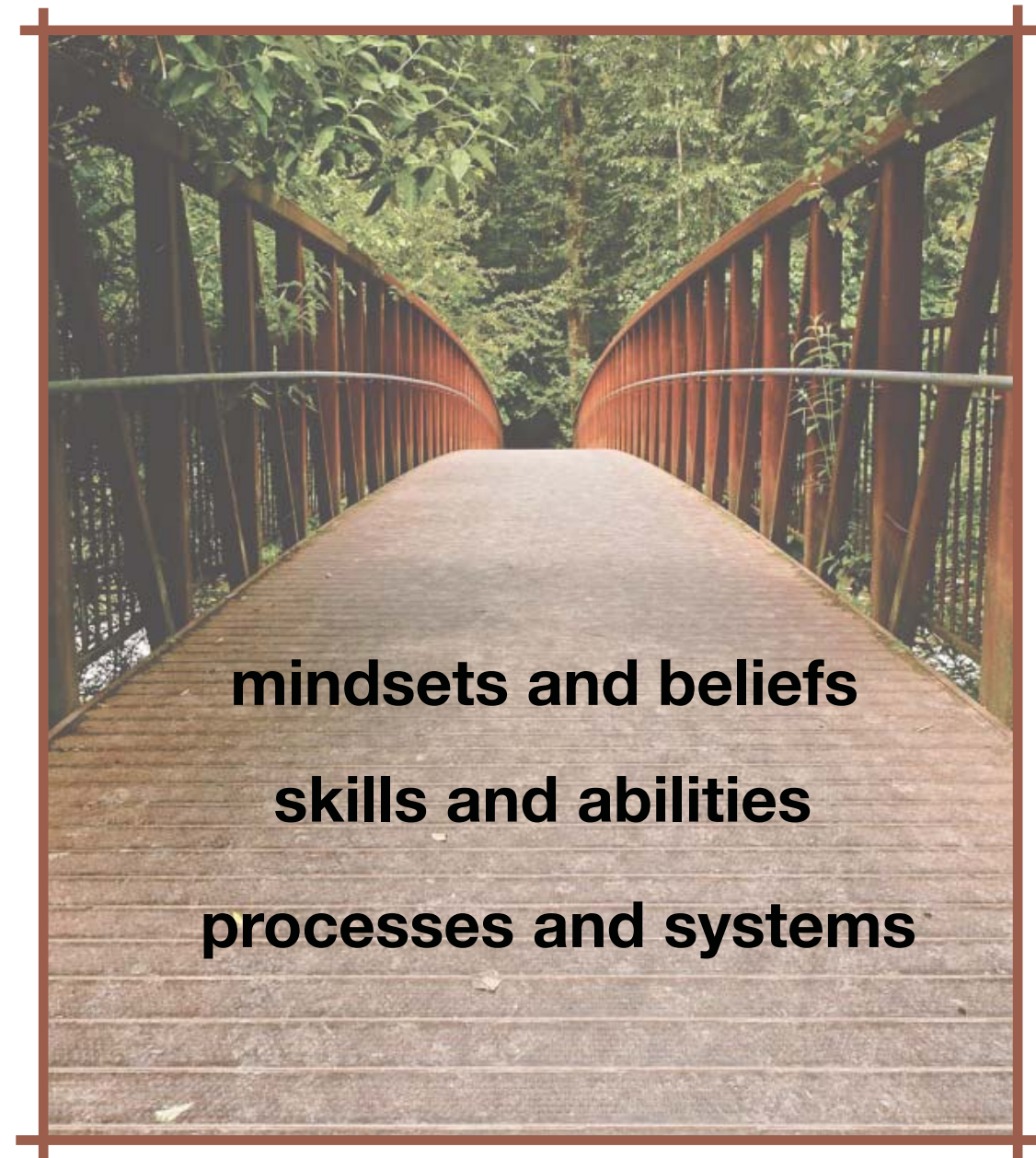


How do we create a culture aligned with the Executive and Council goals?

Where we're headed

shared vision and direction
customer-oriented
collaborative action
accountability
effective communication
unified community
information-sharing
learning
innovation
flexibility

How we'll get there



mindsets and beliefs
skills and abilities
processes and systems



What are the focus areas for learning in KCIT ?

Mindsets and beliefs

- shared ownership of the vision for change
- commitment to effective leadership of change
- customer-service mindsets
- letting go of the past

Skills and abilities

- managing transition and change
- facilitating results for customers
- interpersonal effectiveness
- effective stakeholder involvement
- working effectively in a matrix

Processes and systems

- aligned with goals
- flexible
- responsive
- simple
- effectively address complex and diverse needs





KCIT Capacity-Building Approach

- * Three Intersecting Tracks

1. Leadership and Management Development
2. Staff Workshops
3. Rapid Response Process Improvement Teams

- * Content emphasis is on building the seven “focus area” capacities

- * Process emphasis on

- meaningful, practical content
- learning by doing
- reflection and dialogue
- active learning experiences

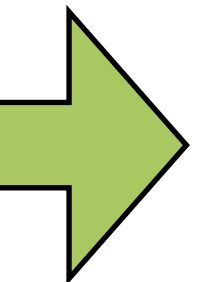


Culture Transition Timeline

2008				2009			
Jan-March	April-June	July-Sept	Oct - Dec	Jan-March	April-June	July-Sept	Oct - Dec

Leadership, Management, and Staff Capacity-Building

Rapid Response Process Improvement





Have your questions about culture change and transition been answered?



4. Technology Change

in this section, we will cover...

- ◆ Timeline of technical initiatives
- ◆ Where to find more information
- ◆ Any quick questions?



Technology Change is Crucial to Achievement of Executive and Council Goals

Countywide IT cost savings are only possible with streamlining, consolidating, and standardizing our technology and processes.

The structural and cultural changes are needed to successfully implement the technology and process changes.



Technical Transition Overview

← 2007	2008				2009				2010 →
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Workstation Standardization

Server Consolidation

Service Desk Improvement

Enterprise Architecture



More information is available online...

Details about these technology initiatives are in the “*IT Reorganization Transition Work Plan*” transmitted to Council in June, 2006 as part of the Business Case.

You’ll find the report online at:

http://kcweb.metrokc.gov/oirm/ITReOrg/June/IT_Reorganization_Transition_Plan.doc

Topic	Page
Enterprise Architecture	2-3
Server Consolidation	4
Workstation Standardization	5
Service Desk (aka Service Center Buildout)	6
High level work plan for the initiatives	7-10
Consolidated Costs for initiatives	11



Are there questions about technology change we can answer today?

KCIT Change and Transition Roadmap

← 2007	2008				2009				2010 →
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Phase 1: Executive Branch

Pre-Transition

Transition Planning

Transition Implementation

Leadership, Management, and Staff Capacity-Building

Process Improvement Teams

Workstation Standardization

Server Consolidation

Service Desk Improvement

Enterprise Architecture

Phase 1
Evaluation and
Recommendation
for Phase 2

Phase 2:
Separately
Electeds

5. Monitoring, Measuring, and Evaluation

- ◆ Measures and Targets
- ◆ Ongoing Evaluation

Benefits Realization Report



*Have the
Executive's
Desired
Results
been
achieved?*

- Measures and targets will be established for each of the Executive's Desired Results. Baseline information will be gathered for each measure and an ongoing monitoring and accountability process will be developed.
- Different types of measures:

- was an action undertaken and completed?	monitoring tied to transition plans
- what were the interim outputs or outcomes?	measures linked to benefits realization
- what is the progress toward the desired result?	measures linked to benefits realization



6. Next Steps

- ◆ How you can find more information
- ◆ What you can do...

For more information...

online: http://kcweb.metrokc.gov/oirm/news/it_reorg.aspx

rumor hotline: (206) 205-6897

email: it.reorg@kingcounty.gov

What you can do...



- ✓ bring a **solution-focused**, customer-focused **mindset** to the transitions
- ✓ **stay informed** - read updates, check website, etc.
- ✓ **ask questions** - through email, phone, and in meetings
- ✓ **work together** to create a shared new beginning as KCIT
- ✓ Remember... *“Changing the structure alone, without changing the culture, will not produce the desired results.”*

In other words... **YOU** play a key role in our success!